

Also, please note in your action box the report from Mr. Magee on "Targetted Recruitment."

DCI, at 13 Sept metg
w. Mr. PFAB, took the
opportunity to thank
Paul Seabury for his
work on the Silvermaster
case.

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Approved For Release 2009/09/29 : CIA-RDP87M00539R0003000320002-9

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Central Intelligence Agency



Washington, D.C. 20505

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MEMORANDUM FOR: The Honorable Anne Armstrong
Chairman, President's Foreign Intelligence Advisory Board
The White House

SUBJECT: Response to the President's Foreign Intelligence Advisory
Board's Report on Intelligence Recruitment and Training

REFERENCE: Note to the DCI from the Chairman of the President's
Foreign Intelligence Advisory Board, dtd 24 July 85,
same subject

1. I am pleased to provide our observations on the PFIAB Project Report on Intelligence Recruitment and Training. The report, which is primarily on the recruitment of Case Officers, contains perceptive and useful recommendations. We have already taken action on some of the recommendations and we are in the process of taking action on others, as indicated below. It should be noted that, along with Case Officers, we have pressing recruitment needs for Agency analysts, economists, and engineers.

PFIAB RECOMMENDATIONS:

a. Shortened Processing Time: Effective 1 January 1985, we established a goal that processing time for all officer/technicals will not, on an average, exceed 120 days from the time we have a formal application. This goal is two months better than that suggested by PFIAB. For the first six months of this new procedure, the processing time averaged just under 80 days. We are determined to institutionalize this progress so that applicant files will be processed within 100 days. This progress was due to a lot of hard work by people involved and the installation of improved data management systems as recommended by PFIAB. Moreover, in September our [redacted] Recruitment Activity Center will be on line with Washington. Arrangements are also being made so that medical and security processing can be achieved in [redacted] thereby avoiding the delays in bringing applicants to Washington. If this test proves successful, it will be extended to the other recruitment activity centers.

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b. Develop a Systematic Program for Recruiters: We concur in the PFIAB's recommendations. We are in the process of doubling the number of full-time recruiters. We agree that only superior officers should be offered tours as recruiters and that such assignments will be seen as career-enhancing. We are also establishing a training program for all people nominated as recruiters, whether permanently or on brief trips. This program will include a certification that the individual is qualified to serve as an Agency representative.

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c. Re-examine the Application of the PATB: As pointed out by the PFIAB report, the PATB is a critical element in CIA's recruitment system. However, pass/fail decisions to hire, relative to an applicant, are not based solely on the PATB. Recent data emphasize that factors other than PATB results, i.e., recruiter, personal history information, interview impressions, etc., are relied upon for the final hiring decision.

Between 1977 and 1983 the PATB specifically has undergone six evaluations all of which came to the same general conclusion that the PATB, although not perfect, is still generally accepted by Agency managers as a reliable "measuring tool" in the selection of professional applications. In addition, the PATB is continually undergoing evaluation, alteration and improvement by Agency research psychologists who have access to some of the most sophisticated computer technology available anywhere. These research psychologists follow guidelines prepared in the early 1980s by two nationally regarded experts in the field of test construction and application. Efforts include (but are not limited to): consultation with a national expert on objective personality tests; feasibility studies in computer adaptive testing, and; exploratory research in the applications of artificial intelligence to analysis of assessment data.

Given the sweeping changes within Agency selection processing since the time Agency representatives met with PFIAB staff members to discuss the role of the PATB, the majority of the proposals outlined by the report are already established as Agency procedures. Additionally, we are preparing a formal set of "dos and don'ts" and will issue the finished document as a formal directive to Agency recruiters, personnel officers and managers. We plan to monitor and document the results of all new procedures and feel that any misconceptions regarding the role of the PATB in Agency selection processing will be corrected.

d. Develop Supplemental Recruitment Programs: I fully support the need to develop supplemental recruitment programs to target individuals with special talents and diverse backgrounds. I am pleased to note we have several such initiatives underway.

° Ethnic Groups: I fully agree that in this melting pot of a nation we should be able to do better in recruiting from our own ethnic pools. To this end, we have embarked upon a program to tap into these groups initially through their ethnic language publications, both general and professional. We currently have ads scheduled for Hispanic Business Monthly, Asian Week, Laredo Times, and El Sol de Texas in Spanish. Similar ads specifically targetted on CT's will appear in three Puerto Rican newspapers in mid-August. You may be interested in the enclosed Spanish language ad with its English translation. Also enclosed is a list of other ethnic language newspapers in the United States in which we will be placing similar ads. Simultaneous with these ads, we

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plan to establish contacts with ethnic leaders in various urban areas to enlist their assistance. As you may know, we had a very successful experience with Carl Rowan in a program targetting the black minority.

° We are contracting for a radio blitz in the heavily bi-lingual areas of the Southwest. Beginning around 15 September, there will be 408 60-second radio spots in six cities. We are only going to pay for 204. The radio stations will contribute a like number as a "public service."

° Headhunters: We are in the final stages of contracting with a headhunter firm to handle our account. This will be a highly focused effort. We specify the type of individual we want, e.g., engineers or computer specialists, the firm finds them and we pay only upon the applicant's entry-on-duty. The important factor in these headhunting firms, it seems to me, is that they have already done a lot of the target audience research. It's their business to know where to go to find the people we specify. Of even more interest, these firms do not limit themselves to job seekers; they contact individuals already employed who meet our criteria.

° In October, we will participate in a live commercial satellite recruitment program targetting engineering and computer students at 21 universities. This is a relatively new technique developed by a company called BPI Scan. We will have twenty minutes of air time.

° The military has always been a valuable source of applicants, particularly for DDO/CT's. A new arrangement with the Pentagon is now producing names of officers due to be separated within the next six months, particularly ex-ROTC students who are fulfilling their four-year obligation. For those who fit our special criteria, we send letters inviting them to submit resumes. This program has already produced over 100 resumes.

° For the first time we are venturing into a national news magazine. State Department had a successful experience with this last year. In the 16 September issue of Newsweek, we will have a one-column ad targetting CT's. Given the circulation of Newsweek (3,000,000+), we anticipate loads of resumes.

° We are not ignoring our traditional sources. In September we will have concluded a series of seminars to which we invited university placement officers to learn about the Agency. By September we will have educated 125 placement officers from 105 universities. Based on the critiques, this program appears to have been very successful in identifying for these key people the specific type of applicants we need.

2. At present we have in process nearly 2,400 individuals to whom we have made job offers. This is the highest number on record. I anticipate that the

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new, more highly focused initiatives mentioned above will produce a flood of qualified applicants, thereby putting us in the fortunate position of being able to choose only the very best.

William J. Casey
Director of Central Intelligence

Enclosures

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are as
diverse as
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Recruitment Activity
Officer
Department S (K11)
P.O. Box 1412
Chicago, IL 60690

Central Intelligence Agency

The CIA is an Equal Opportunity Employer.

La CIA ofrécele alternativas

Si Ud. quiere para sí un ambiente profesional que le aumente sus posibilidades en vez de reducir las, debe

considerar hacer carrera en la Agencia Central de Inteligencia (CIA).

Deseamos personas entusiastas que se hayan especializado en estudios en materia de las humanidades y quienes sientan interés por el cometido desempeñado por las relaciones internacionales, la política, la historia y los asuntos económicos en la evolución del género humano, es decir, personas capaces de aprovechar al máximo sus propias aptitudes en puestos con la CIA.

Le brindamos una extensa gama de oportunidades que le será dable explorar, oportunidades tan variadas como todo aquello que le atraiga. Todas esas oportunidades en cuanto a carrera están dotadas de estímulos de orden intelectual así como de excelentes posibilidades de adelantar que son precisas a fin de que su vida profesional le resulte realmente provechosa. Entre las condiciones

**tan diversas
como cuanto le
interesa a Ud.**

que cada aspirante a una carrera en la CIA debe reunir figuran la de que posea algún título académico el cual sea por lo menos

de Licenciado, el tener ciudadanía estadounidense (ambos cónyuges), dominar con soltura el inglés, y satisfacer nuestros rigurosos requisitos médicos y en punto a medidas de seguridad.

La CIA ofrece remuneración de tipo muy competitivo, sobresueldos liberales, y el constante estímulo que surge de que el ambiente sea de índole variada. Además, la circunstancia de que la CIA tiene su sede muy próxima a la ciudad de Washington, D.C. le proporcionará a Ud. sobradas oportunidades para disfrutar de actos culturales, concursos deportivos, y atracciones de tipo histórico.

Para conocer sobre los cargos que la CIA puede brindarle, envíe su resumen a:



Recruitment Activity Officer
Dept. S, Rm. 4N20 (K08)
P.O. Box 1925
Washington, D.C. 20013

Agencia Central de Inteligencia

Como patrono la CIA ofrece, sin ninguna discriminación, igualdad de oportunidades

China Post
Chinese Times
East/West

French

France-Amerique - N.Y.
L'Unite - Lewiston, Maine
Schweizer-Journal (French, German, Italian) - S.F.
Scientific American - N.Y.
World Opinion Update - Williamstown, Mass.

Greek

Greek Star - Chicago, Ill.
Greek Sunday News - Boston, Mass.
National Herald, Inc. - N.Y.

German

Abendpost - Chicago, Ill
Aufbau - N.Y.
Detrouiter Abend-Post - Try, MI
New Yorker Staats-Zeitung Und Herald - N.Y.
Scientific American - N.Y.

Hungarian

California Magyarsag Hungarian Weekly - L.A.

Japanese

Hawaii Times - Hawaii
Hawaii Hochi - Hawaii
Hokubei Mainichi - S.F.
Kashu Mainichi - California Daily News - L.A.
Rafu Shimpō - L.A.

Polish

Dziennik Polski - Detroit
Gwiazda - Wisconsin
Narod Polski - Chicago, Ill.
Nowy Dziennik - Polish Daily News - N.Y.
Zgoda - Chicago, Ill.

Spanish

Columbia - New Haven, Conn.
Diario Las Americas - Miami
El Diario/La Prensa - N.Y.
El Manana Daily News - Chicago, Ill.
Familia Latina - L.A.
Hispanic Times - Daly City, CA
La Opinion - L.A.
Nuestro - The Magazine for Latinos - N.Y.
Scientific American - N.Y.
Tiempo Latino - S.F.